

Personnel and Organizational Development Committee
May 17-19, 2000
Baltimore, Maryland

Present: Larry R. Arrington, Raymond Bosmans, Clyde E. Chesney, Donna K. Donald, A.J. Dye, Margaret E. Johnson, Judith H. Jones, James L. Lindquist, William McGowan, Keith Niemann, William L. Peterson, Robert F. Richard, Kimberly A. Rodrigues, James L. Smith, Barry W. Stryker, Eunice Williamson

Absent: Brenda Sue Black, Curtis Clark, Jo Jones, Charles L. Norman, Milan A. Rewerts, Keith L. Smith, Starlene A. Taylor

Wednesday, May 17

PODC, along with PLC, SPC, SED, UTF, and ESCOP members, participated in a joint workshop titled, "Preparing for Future Workforce Challenges." The goal was to increase institutional effectiveness in competing for human talent. After an initial presentation the participants worked in small groups on the issues of: recruitment, retention, interesting/exciting work, social/interpersonal, employee development/personal achievement, organizational sizing/outsourcing, work/life balance, compensation/benefits/working conditions, and leadership/culture.

At the conclusion of the day the facilitator identified these next possible steps.

1. Reconcile any contradictions among groups reporting.
2. Set priorities against the backdrop of all priorities.
3. Design multi-state initiatives, with possible "champions" or "centers of excellence" locations and/or virtual teams.
4. Identify immediate actions to move forward.

Kim Rodrigues volunteered to compile the notes from the recorders. PODC will take leadership in moving this topic forward. Ideas, projects and issues will be spun off to other committees as appropriate.

Thursday, May 18

The spring meeting of the Personnel and Organizational Development Committee (PODC) began at 8:00 a.m. on Thursday, May 18, 2000 at the Renaissance Harborplace Hotel in Baltimore, Maryland. Keith Niemann called the meeting to order. Members introduced themselves. The minutes of the January 2000 meeting in Tucson, Arizona were approved.

Keith Niemann facilitated a review of the previous day's workshop. The general consensus was that it was a vast improvement from the previous year. The content was timely and relates to PODC's mission. There was concern that notes and thoughts might not be captured and we still need to struggle with where extension wants to go. Keith Niemann and Kim Rodrigues will synthesize group reports for distribution to Hank Allen, Jon Ort and George Cooper for their reactions. The committee chairs are to make a group report to ECOP in August. PODC coordinates next year's joint meeting. Possible topics include a follow up and updates to the "Preparing for Future Workforce Challenges" workshop.

Reports

ECOP – Keith Niemann

Keith Niemann shared an update on work group projects with ECOP. He requested guidance on the proposed topic of the federal/state partnership. At this time no response was given to this request for action.

Subcommittee on Extension Diversity – A.J. Dye

The Subcommittee on Extension Diversity (SED) then joined PODC. After introductions, SED members shared information about their areas of work (goals).

1. **Visibility – Ingrid Holmes**
SED is disturbed about lack of visibility in the ECOP handbook. Ingrid Holmes and A.J. Dye made presentations at the NEAFCS and ESP national meetings. A.J. Dye and Maurice Dorsey gave a report at the CSREES Administrative Management Conference in Buffalo, New York. A presentation is also planned for ECOP.
2. **Standards and evaluation – David Travis**
The question is how do we make people accountable. He used the example of Virginia in what they have done to reach different audiences. SED hopes to incorporate standards and evaluation into the change agent project.
3. **1994 Tribal Colleges – Leon Porter**
The tribal colleges are unique because their money comes from competitive funding and special emphasis grants. He shared copies of the *Tribal College Journal*. To get research dollars the tribal colleges must work with an 1890 or 1862 institution. CSREES liaisons currently are under three deputy administrators. This is in the process of being moved under one deputy administrator.
4. **National Diversity Award – Marilyn Corbin**
Applications are due in June. The application is on the CSREES web page. SED is looking to adding a category for directors/administrators. A concern was voiced that diversity is more than race. It may be necessary to do training for the review committee. SED would also like to have the award presented at a time or location with more visibility. They think it would be beneficial to have a diversity point person in each state.
5. **Change agent state project – Kathy Castania**
People need a vision of change and the benefits. They have a resource funding proposal and are looking for money for three years. She distributed a one-page overview of the project. The selections did not include the 1890 region but those institutions were incorporated within the chosen states.

Then Ann Schauber led a dialogue about roles and relationships between PODC and SED. The group reviewed the mission of PODC and identified SED inputs. Some examples are:

- Employee competence – cultural competency, managing diversity skills
- Methods of program delivery – grants and contracts, rural/urban interface, scenarios
- Lead organizational development – engaged university concept, benchmarks
- In and out networks – change agents, alternative revenue streams, diversity forums, network with Roosevelt-Thomas Institute
- Multi-state professional improvement – change agent states, National Guidelines for Staff Development booklet, grantsmanship, New Director/Administrator Briefing Book

If PODC members wish to communicate with SED members their email address is:
<podc-sed@umail.umd.edu>.

Urban Task Force – A.J. Dye

There will be a pre-conference in Cleveland, Ohio in 2001 just ahead of the North Central Urban Issues Program Conference. UTF will try to plan a joint meeting in 2001. They met with SED on Tuesday morning.

Administrative Management Conference – Keith Niemann

This conference was held two weeks prior in Buffalo, New York. Dan Lyons, a former member of PODC, was on the planning committee. The next conference will be April 22-26, 2001 in Norfolk, Virginia. There was brief discussion about what should be the linkage between PODC and this conference. The conclusion was PODC's role is to promote diversity education and inclusion of human resource issues. Keith Niemann is to make a request to have a PODC representative on the planning committee. Judith Jones volunteered to serve in that capacity. There are two representatives from SED.

National Extension Leadership Development (NELD) – Judith Jones

There continues to be the question about future funding. A survey recently went to state directors/administrators with evaluative questions. ECOP tabled the topic and asked the NELD administrative council to do the survey. There is a conference in Minneapolis for directors/administrators the week of June 19. Sally Horton, former PODC member, is now chair of NELD administrative council. Currently there is no connection or support between the national and regional programs. The question was also raised about the coordination with similar programs like that of ESCOP. This is an area of opportunity.

Joint Council of Extension Professionals (JCEP) – Donna Donald

JCEP is moving forward on their request for research proposals for the "Benefits of Extension Staff Leadership of Professional Improvement Associations." They will review applications for Galaxy II chair and co-chair and make selections at the June meeting. During the April Professional Improvement Leadership Development Conference (PILD), JCEP met with Myron Johnsrud and Dan Godfrey (ECOP chair). Milan Rewerts joined them via telephone. The topic of field staff's role in the next 10 years in extension was brought up and JCEP will dialogue on this topic at their June meeting.

Electronic Data Base – James Smith

The focus of this project is to gather and retain the corporate memory of PODC – reports, papers and minutes. Judith Barth is sending James Smith a list of everything she has. Paul Warner, JoAnn Gruber-Hagen (Wisconsin) and Lu Harper (Missouri) are additional contacts.

Work Group Reports

Training – James Smith

The work group has the results of the survey of Cooperative Extension deans, directors and administrators on the leadership opportunities they made use of done by Myron Johnsrud. The New Director/Administrator Briefing Book is completed and on the web. They've gathered materials from on-line related to grantsmanship. The work group has input to move forward with the revision of the National Guidelines on Staff Development book.

Value of Agriculture – Rural/Urban Interface – Ray Bosmans

The work group is moving forward with final revisions.

Organizational Culture – Bill Peterson

The scenarios project is finished and articles submitted to ESP, NACAA, NEAFCS, NEA4-HA and Journal of Extension for publication. The benchmarks project is now underway. The first step consisted

of self-assessment and external reviews. The work group sent letters and surveys to directors/administrators with responses from 31 states indicating 15 use some sort of benchmarks. The work group may need additional direction from Milan Rewerts and Keith Smith on what ECOP desires from this project.

Additional Items

A.J. Aye asked PODC to approve four-year terms for SED members instead of the current three-year terms. PODC approved this request beginning in 2000. SED members are not to serve two consecutive terms. There is a need for a representative from the northeast region.

Donna Donald reminded all work groups to consider submitting articles to ESP, NACAA, NEAFCS and NEA4-HA publications when appropriate.

At 12:00 p.m. the committee broke for lunch. They reconvened at 1:00 in their respective work groups and continued in that mode until mid morning on Friday.

Friday, May 19

The committee reconvened at 10:00 a.m.

Reports

Strategic Planning Council (SPC) – Donna Donald

SPC also reviewed Wednesday's workshop. Some members thought parts of it were not thinking far enough ahead. They discussed how to involve our academic partners who are preparing the people who will become the workforce. Questions raised were – do we need to do more scanning, do we need data on what the system looks like now, should we add a health and lifestyle category.

The decision was to proceed in developing a proposal to present to ECOP/ESCOP for a national summit. Donna Donald will convene an ad hoc committee of Terry Meisenbach (SPC), Gary Anderson (PLC), and Eric Young (ESCOP) to prepare a one-page concept paper. They are to have their work completed and the proposal to the committee chairs (George Cooper, Jon Ort, Hank Allen, Keith Niemann) by July 1. They in turn will present the proposal to ECOP/ESCOP at their summer meeting. The paper is to include: rationale, definition of summit, plan for developing summit, intended audience, format and expected outcomes.

There was discussion about adding a CARET representative to the committee. The next meeting will be October 4-6 at the Hilton Hotel in Mystic, Connecticut. PODC is responsible for arrangements for the joint meeting in 2001 followed by SPC in 2002 and PLC in 2003.

Organizational Culture – Bill Peterson

Future training – The work group would like cultural competence training for the entire committee at the October PODC meeting. Some suggestions for next year's joint meeting are: cultural competency training, benchmarking workshop, update each other on workforce issue. Other possibilities are: share impact from the change agent states in a regional framework; incorporate the changing workforce as a virtual project for deans, directors, middle managers, personnel officers; and integrate into the 2003 Galaxy II Conference program.

Benchmarks – The benchmarks project is moving towards the goal of developing a self-assessment tool to help states measure success (benchmarks).

1. Do a dry run of the benchmark process at PODC in October and invite David Campbell (California specialist) to assist. The preference is for the entire committee to go through the process, but if not possible, at least the work group.
2. Define the next steps following the October meeting.
3. Send results to ECOP for approval and further recommendations.
4. Connect to states with benchmark data via CSREES website.
5. Maintain a general knowledge of states having benchmark data on the web site.
6. Develop a training module on developing benchmarks.
7. Target directors, evaluation/accountability persons, associate directors, and state stakeholders.

PODC members are to give Kim Rodrigues feedback on the benchmark survey report by June 8. Bill Peterson will talk with Howard Ladewig (Texas A&M) as he is the person hired to do data base collection for the system. The work group's project may be complementary to Howard's task or may be duplicative.

Bill Peterson is serving on an ECOP employability task force looking at workforce preparation.

Training – James Smith

Guidelines for Professional Development in Extension – Larry Arrington is doing the draft and will send it to all PODC members. Send him comments and suggestions within two weeks. The project will be brought to closure and the guidelines will be available in hard copy and electronic form. The target audience is directors and staff development personnel.

Grantsmanship – The work group needs to look at the University of Delaware and Michigan State websites. There is a need for future discussion on a website – should PODC go with CSREES or NASULGC.

New Director/Administrator Briefing Book – The work group plans to add two more pieces to the briefing book – ethics and what the public wants from higher education.

Leadership opportunities – There is confusion between Linda Benning's questions and the summary of Myron Johnsrud's survey. They need clarification at the next ECOP meeting. Keith Niemann, Judith Jones and Robert Richard will prepare a position paper outlining our concerns and asking for guidance.

Value of Agriculture - Rural/Urban Interface – Ray Bosmans

The work is complete and the committee is dissolved. The document includes: introduction, background of today's agriculture, what extension educators can do, resources, and benefits to the community. It is to be circulated with PODC and sent to states, 1890s institutions and the professional associations. It is geared toward an interdisciplinary audience.

Future Meetings

The fall meeting begins with a 6:30 p.m. dinner on October 1 in Williamsburg, Virginia. Room reservations can be made by calling the Woodlands Suites at 1-800-261-9530. Judith Jones plans to send additional information later this summer.

The winter PODC meeting is scheduled for January 17 (beginning at 8:00 a.m.), 18 and 19 (ending at noon) in Sacramento, California. Kim Rodrigues is in charge of local arrangements.

Donna Donald told the committee the joint May meeting does not have to be in the Washington, D.C. area. She will work with the NEAFCS conference planner in selecting and negotiating a suitable location.

Members thanked Ray Bosmans for arranging the dinner cruise and being the local “hospitality” chair. The PODC meeting adjourned at 11:25 a.m.

Donna K. Donald
Chair-elect and Secretary